

View Point

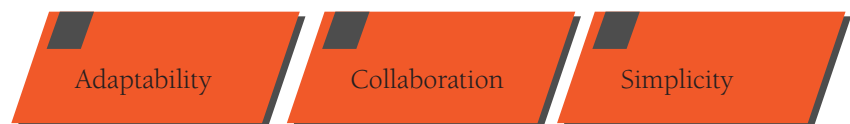


The Innovation Advantage Build the Future-proof Enterprise

Abhinav Goyal, Raksha Kadam and Arun Ravindran

Abstract

Accelerating change, demanding customers, and complex operations are threatening to restrict competitiveness in today's enterprises. In such a scenario, innovative enterprises need to embrace three traits:



These traits, which must be adopted across systems and processes, help enterprises develop solutions to respond to market challenges and ensure agility to market requirements.

This viewpoint discusses what an enterprise must do today to encourage innovation and win in tomorrow's market.

Be Enterprising



en•ter•prise

[en-ter-prahyz]

noun

readiness to engage in daring
or difficult action; ingenuity

The word Enterprise is not restricted to denoting a commercial venture. It also represents intangible yet effective qualities that help you succeed at this venture, such as – Audacity, Adventure, Invention. Enterprising means that you have the boldness and daring to initiate and operate the business. Beyond that, it signifies that you are smart – applying a rare ingenuity to adapt to change, collaborate and learn, and simplify; thus overcoming challenges to help the enterprise grow. It is not just creativity to come up with new ideas but also the drive and execution excellence to realize them.

In 2010, 95% of the 300 Fortune 1000 executives surveyed recognized the criticality of innovation to future growth; more than half of those surveyed admitted that their company had no tools or processes for fostering enterprise innovation and at least a third saw their absence as a barrier to innovation. Clearly, most leading companies are struggling to create an environment of innovation to ensure long-term value in a rapidly evolving market.

To win, you need enterprise. In the next few pages, we take a provocative look at how Infosys believes enterprises can transform themselves to become the innovation engines of tomorrow.

Be Adaptive



When we are no longer able to change a situation, we are challenged to change ourselves

Victor Frankl

Change is accelerating – and adaptability to the waves of change inundating the global business environment is a basic requirement for succeeding in tomorrow’s world. Enterprises will require enhanced agility, improved planning and greater focus, so they can learn faster and identify trends to transform disruptive change into constructive innovation.

Just consider the utility sector. North America alone has seen five massive blackouts in 40 years, of which three occurred in just the past nine years. The reason? The slow response of mechanical switches, a lack of automated analytics, and “poor visibility” – a lack of situational awareness on the part of operators. Imagine production halted, perishables rotting, driving on dark roads, credit cards inoperable or worse, a medical operation stopped mid-way.

On an energy-hungry planet beset with uncertain geopolitics and depleting fossil fuels, we can build a world where lights are always on. A world where electricity is not only produced by power plants but also produced next door or on your rooftop; where solar-powered electricity hubs not only produce electricity but also supply electricity to the grid during off-peak hours. We are moving in that direction. Sophisticated grids have already started learning from their own performance and history, deriving patterns, predicting the occurrence of the next event and taking preventive measures before its occurrence.

Driving change in large enterprises is complex. However, adapting to present and expected changes is vital to maintaining an advantage in the utilities of tomorrow. Solutions like Infosys’ Smart Integrator leverage TIBCO’s PEV framework to provide powerful event-centric building blocks to building such core utility operational systems. Such open systems offer tremendous flexibility and adaptability to the enterprise to meet unexpected events and address them rapidly with minimal intervention.

Be Collaborative



In the long history
of humankind (and
animal kind, too)
those who learned
to collaborate and
improvise most
effectively have
prevailed

Charles Darwin

Collaboration – both within the enterprise and outside it – acts as a catalyst for innovation; and in today’s dynamic business environment, enterprises must collaborate and learn faster than ever before. An enterprise needs to seamlessly combine the innovative potential of its workforce with the ability to integrate ideas and data across the company. Simultaneously, as digital customers converse about the enterprise in the virtual world, it has become imperative for companies to collaborate with consumers – understand them, engage with them and influence them.

Communication between the enterprise and the consumer is no longer passive, with the latter reducing their dependence on organizations and using multiple channels to research products, connect with friends, purchase goods and services and consume information. Companies no longer control their brand as the power has shifted to end-users who have become brand ambassadors.

It is technology which makes collaboration possible, allowing stakeholders to exchange thoughts and have an immersive experience in an informal learning environment. Innovations in customer engagement and collaboration have resulted in a greater emphasis on co-creation – enabling enterprises to offer customers a personalized and unique experience by involving partners and customers in the innovation lifecycle. It is critical that organizations understand the needs of innovation to ensure that teams working across diverse cultures and geographies are able to connect, collaborate and succeed.

Ecommerce platforms like Infosys’ CommerceEdge have the capability to transform the enterprise for today’s collaborative age, helping build powerful social, system and process collaboration networks to engage and convert the digital consumer. Delivered in the enterprise SaaS model, it is differentiated by the convenience of single point accountability that effectively energizes the enterprise’s eCommerce and Social Commerce strategies.

Be Simple



The ability to simplify
means to eliminate
the unnecessary so
that the necessary
may speak

Hans Hofmann

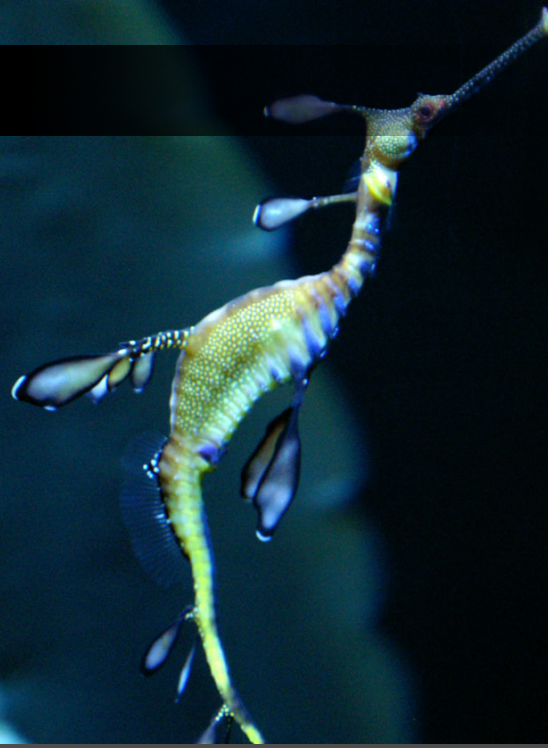
Simplification is vital. Consumers seek convenience and ease of use in products and services. Enterprises want simple and uncluttered systems and processes that enable them to stay lean and agile.

As companies grow, they add products, features, markets, suppliers, customers and acquisitions. And to sustain this growth, they create an increasingly convoluted network of processes, systems and products. Saddled with a complex enterprise structure, siloed operations, and a plethora of redundancies, overwhelmed enterprises are unable to ensure agility and innovation in a fluid market. Smart enterprises want to build their IT departments in a simple manner where IT systems need not struggle to provide the right information at the right place and at the right time. Enterprises must adopt innovative thinking to ensure simplicity, agility and adaptability.

One of Infosys' CPG customers was facing a serious challenge in its logistics. The daily variations in gas prices were resulting in huge fluctuations in transportation costs. Business rules on when to leverage company fleets as opposed to dedicated third-party fleets were defined based on a cost-benefit analysis and minimum capacity commitment. With the changing economic conditions, these rules needed to be redefined. Deploying the new rules in IT systems was a cumbersome exercise and by the time the change was implemented, it was time to make another change.

Infosys' solution leveraging TIBCO's CEP did the trick. Putting the decision-making power in the hands of business users, business rules were decoupled from the transportation system and placed in an external system for business users to manage, simulate, test and deploy at the click of a button, thereby reducing the time to implement a change in business strategy. After all, people like simple things.

Be Innovative



Innovation is
creativity with
a job to do

John Emmerling

According to a new study, even after centuries of effort, only 14 percent of Earth's species have been discovered. The research estimates that our planet is home to 8.7 million species. The business world in which the enterprise operates is similar with many undiscovered creative solutions.

However, it is only the most innovative among companies who are able to channelize these springs of creativity into successful business ideas. We believe that a culture of innovation can be nurtured by actively developing three traits in their organizational DNA:

- Be Adaptive
- Be Collaborative
- Be Simple

Sustained success in a dynamic environment requires an ability to learn and innovate – a process of re-generation. The complexities of the business environment demand that regeneration be based on learning and adaptability. In today's fast-changing socio-economic environment, the survival of companies is contingent on their agility and ability to innovate. Tomorrow's enterprises are today's innovators.

About the Authors

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